An aerial photograph of Miami, Florida, showing a dense urban landscape with a mix of low-rise and high-rise buildings. The skyline is visible in the background under a clear sky. The foreground shows a grid of streets and various types of housing, including apartment buildings and smaller structures.

MIAMI-DADE **AFFORDABLE HOUSING FRAMEWORK**

July 2020



MIAMI HOMES FOR ALL

SPONSORED BY

JPMORGAN CHASE & Co.

DATA ANALYSIS PROVIDED BY



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executive summary

THE NEED FOR AFFORDABLE HOUSING

35%

of households
(300,000) in
Miami-Dade County
make \$35,000
or less a year.



300,000

250,000

200,000

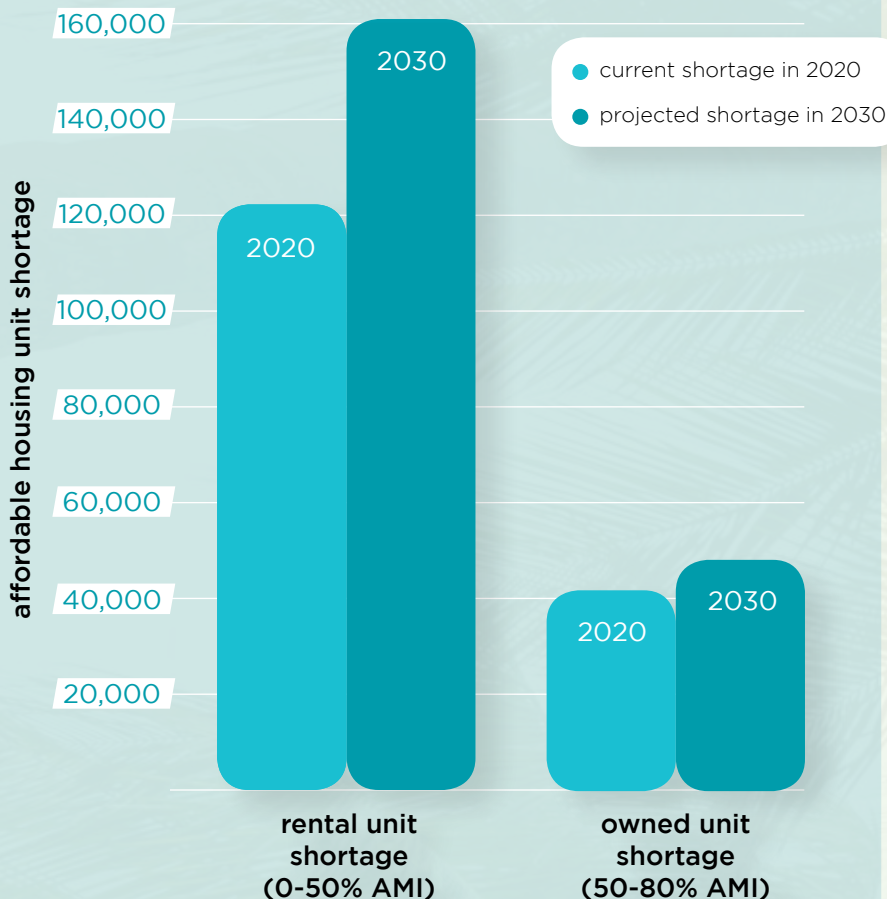
150,000

100,000

50,000

250,000

of these households
(84%) are cost
burdened, spending
over 30% of their
income on rent or a
mortgage.

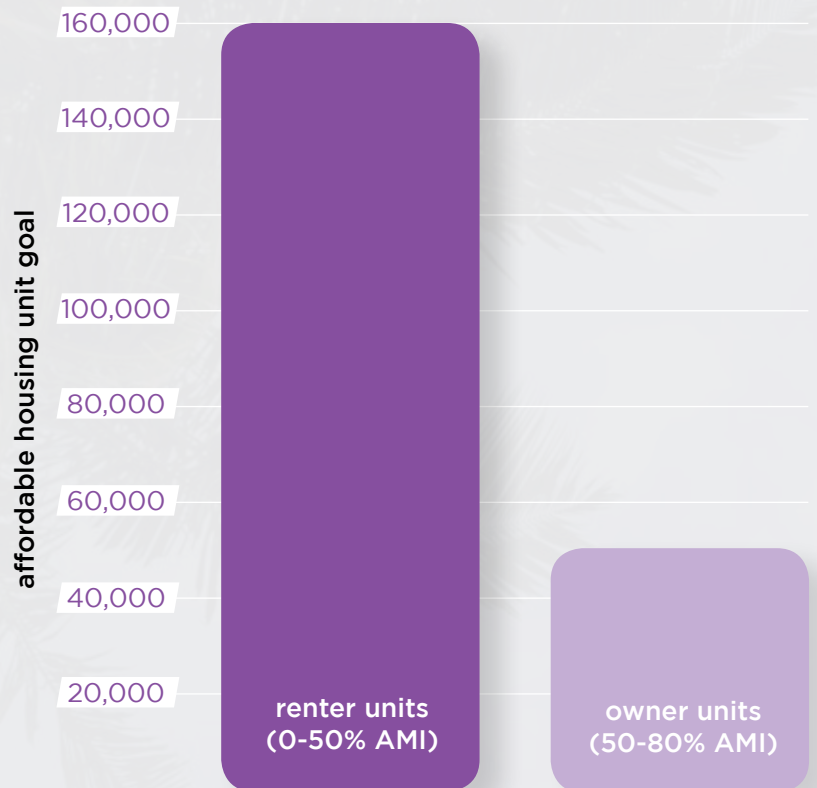


If we do nothing, there will be an affordable housing shortage of at least **209,909 units by 2030***

**In light of COVID-19, this number is likely to be higher.*

GOAL

Produce or preserve affordable homes for **210,000 households by 2030.**



FOCUS FOR THE NEXT 2 YEARS

To begin tackling this goal, we should start by building approximately 14,000 units as identified by Miami-Dade County's *Closing In On 10,000—A Housing Summit* and the *Connect Capital Miami* Steering Committee.

PALM: Top Priority Solutions



PRESERVE existing affordable housing



ASSIST renters and owners who lost income during the pandemic's economic shutdown



Commit vacant and underused **LAND** for deeply affordable housing



Invest more **MONEY** from local, state, and federal sources

introduction

The Miami We All Want

We in Miami-Dade have long nurtured big visions of what our town could be—among those, a world-class cultural center; a diverse economic engine with high-paying jobs and a ready workforce; an urban and outdoor experience that competes with the best in the country; and an equitable society where everyone has the opportunity to enjoy these benefits. Today, our vision hangs in the balance. It is threatened by what is now an explosive problem: housing insecurity. The cost of housing relative to incomes has been hard for our residents to bear for some time, especially for Black and Hispanic residents. After the economic shutdown caused by COVID-19, that burden could break our community's back. Without a serious intervention, thousands more of our residents may experience homelessness. The result of this would be an overwhelming human toll and a major setback to becoming the place in which we all want to live.

Fortunately, we have tackled overwhelming problems before. In 1992, we recovered from Hurricane Andrew, the most destructive natural disaster in history at that time. By 2008, we reduced unsheltered homelessness by 87% from a high of 8,000 individuals. We know how to do it and we can do it again. Our community can overcome this crisis—justly—if we take bold but smart action now.

An Explosive Crisis

For years already, Miami-Dade County has been suffering from a serious affordable housing crisis, with 50% of all households cost burdened as of 2018.¹ Most of these households earn lower incomes. 250,000 of them (30% of all households) earn less than \$35,000 per year *and* pay more than they can afford for their rent or mortgage.² It is safe to assume that the economic shutdown caused by COVID-19 has increased housing insecurity. Tens of thousands of working residents are estimated to have lost their jobs just in the first month of the shutdown, especially in the service and hospitality sectors.³ As we come to understand the full economic impact of the coronavirus, our leaders must quickly address our residents' short-term needs while implementing housing solutions required for a long-term recovery. This Framework will make recommendations for how to achieve both.

Not surprisingly, the housing crisis impacts some groups more than others. Because Black and Hispanic people are over-represented among lower-wage earners, they are disproportionately affected by high housing costs. As a result, 40% of Black, non-Hispanic homeowners and 40% of Hispanic homeowners pay more than they can afford for their housing, compared to 31% of White, non-Hispanic households.* Disparities among renters are even more striking. 64% of Black, non-Hispanic renter households are cost burdened, compared to half of

** Unlike typical Census data, the U.S. Department of Housing and Urban Development's (HUD) Comprehensive Housing Affordability Strategy (CHAS) dataset does not allow for data on race and Hispanic ethnicity to be separated.*

White, non-Hispanic households. Similarly, 64% of Hispanic renter households are cost burdened.⁴ This Framework's recommendations were designed to dismantle systems that hurt the health and economic mobility of Black and Hispanic households. These solutions include prioritizing development in locations near jobs, transit, and education; deeper affordability goals; strategies to prevent displacement; and balancing of tenants and landlords' rights.

The Process

Work to identify long-term solutions has already begun. With the coming expiration of the County's existing Master Affordable Housing Plan, the Miami-Dade Board of County Commissioners (BCC) has directed the Mayor to prepare a report on its implementation.⁵ Many others have called for an updated plan.⁶ In response, JP Morgan Chase & Co. awarded a grant to Miami Homes For All (MHFA) to bring together researchers, impacted residents, and stakeholders from across the community and develop the Miami-Dade Affordable Housing Framework. The intention was for the Framework to be concise, focused on solutions, data-driven, grounded in meaningful community engagement, and informed by decision-makers.

First, MHFA created a Steering Committee, made up of residents and stakeholders across all sectors, to guide the recommendations of this Framework. We then contracted the University of Florida's Shimer Center for Housing Studies to provide a Data Appendix on housing needs in Miami-Dade. The Center's research and analysis provide the foundation on which the Framework's recommendations are built.

Meanwhile, over the past two years, MHFA engaged over 700 stakeholders from across the community at over 50 meetings, which included residents and representatives from academic institutions, banks, real estate developers, builders, architects, large employers, nonprofit community groups, social service providers, labor and union organizations, and philanthropy.⁷ Local government has also been involved in the engagement process from the start, including administration and elected officials from the State, the County, and municipalities within the County. As part of this process, the County Department of Public Housing and Community Development (PHCD) and the Department of Regulatory and Economic Resources (RER) met with MHFA regularly and participated in monthly Steering Committee meetings. They each provided critical data, expertise, and advice throughout the process to inform this Framework.

The discussions held during the community engagement process yielded many long-term affordable housing solutions, recorded in this Framework. It was consistently acknowledged that increasing wages is an important strategy to improving affordability, though this document was intended to focus on housing solutions specifically. All of the solutions are grounded in shared values

of transparency, equity, and community, and they represent opportunities for action by federal, state, local, and private actors in our ecosystem. This continuum of solutions also reflects the continuum of our residents, from those experiencing homelessness to those who are cost burdened and one paycheck away from falling into homelessness. Finally, to strike a clear path forward, we understood that this Framework had to prioritize initial steps for the next one to two years that would be both achievable and highly impactful.

Response to COVID-19

The rapid spread of the deadly coronavirus has forced us to consider not only long-term solutions—still every bit as necessary as before—but also immediate actions to prevent a sudden explosion of homelessness in the short term. Starting in March 2020, MHFA has participated in dozens of telephone and video conferences hosted by groups such as the National Low Income Housing Coalition, the Florida COVID Coalition, and the Florida Housing Justice Alliance. We also conducted our own research on national best practices. As a result, this Framework also contains a prioritized set of short-term housing solutions.

Shared Responsibility

We hope that the Framework will be accepted by the Board of County Commissioners for analysis and recommended action steps by the County administration. It is also critical that the private sector and federal, state, and local levels of government take action based on the Framework's recommendations. Each has their role to play in solving the affordable housing crisis. This Framework also builds off the County and municipalities' demonstrated leadership. This includes the "Closing In On 10,000" housing summit hosted by the BCC and PHCD in the fall of 2019, which identified affordable homes that could be developed in the near future. The Framework incorporates and builds off the summit and other efforts, providing our local, state, and federal governments—as well as the private sector—opportunities to take swift action and address an explosive crisis.



DEFINITIONS

COST BURDENED: Households spending over 30% of their income on rent or a mortgage.⁸

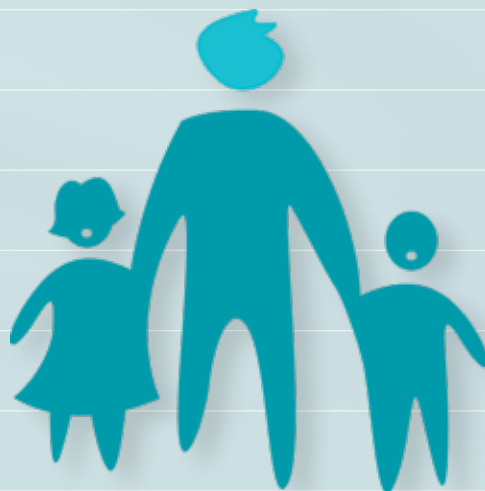
SEVERELY COST BURDENED: Households spending over 50% of their income on rent or a mortgage.⁹

AREA MEDIAN INCOME (AMI): Income can be measured as a percentage of area median income (AMI), adjusted for metro area and household size. Many federal, state, and local programs use AMI percentages to determine a household's eligibility for subsidized housing. To calculate AMI percentages, HUD starts with Median Family Income for a family of four. In high-cost areas like Miami-Dade County, AMI percentages are adjusted based on Fair Market Rents.¹⁰

statement of need

35%

of households
(300,000) in
Miami-Dade County
make \$35,000
or less a year.



300,000

250,000

200,000

150,000

100,000

50,000

250,000

of these households
(84%) are cost
burdened, spending
over 30% of their
income on rent or a
mortgage.

Housing Instability

The affordable housing crisis is felt broadly across Miami-Dade. According to the University of Florida's Shimerberg Center for Housing Studies, 50% of our County's 835,298 households were housing cost burdened as of 2018, paying more than 30% of their incomes toward rent or mortgage.¹¹ However, 65% of all renter households are cost burdened compared to 36% of owner households.¹² As the maps on pages 13 and 14 show, renters are also more likely to be severely cost burdened (paying over 50% of their income on housing) than owners.

Low-income residents are most affected by the housing shortage. Of all Miami-Dade households, 35% (almost 300,000) earn less than \$35,000 per year.¹³ That is about \$16.83 per hour. This is just over the annual income needed by a married couple or a single parent and one school-aged child—\$34,044 and \$33,312, respectively—to cover basic expenses without saving.¹⁴ At this income level, 84% of households (nearly 250,000) are cost burdened.¹⁵ The combination of having little savings and high housing costs makes these households especially vulnerable to falling into poverty or even homelessness in the event of an emergency. When our economy shut down due to COVID-19, tens of thousands of our residents lost their jobs in March 2020 alone.¹⁶ We can expect that many more did in April and May as well. As a result of this lost income, thousands of households may be unable to pay back-owed rent and could lose their homes once eviction moratoriums are lifted.

Racial and Ethnic Disparities

The burden of housing unaffordability is borne more heavily by Black, non-Hispanic households than by those that are White, non-Hispanic. Among renters, 64% of Black, non-Hispanic households are cost burdened and 37% are severely cost burdened.¹⁷ Similarly, Hispanic households of any race are also more heavily impacted, with 64% cost burdened and 36% severely so. Comparatively, 49% of White, non-Hispanic renters are cost burdened while 26% are severely cost burdened. Black, non-Hispanic homeowners and Hispanic homeowners of any race are each more cost burdened than their White, non-Hispanic counterparts, as well.

In Miami-Dade, you must earn **\$50,280 to afford the median rent of **\$1,257** and **\$70,600** to afford the median owner cost of **\$1,765**.**

Low Wages

Why are so many of our residents paying more than they can afford for housing? In large part, it is because Miami-Dade County's economic base is overwhelmingly in low-wage service industries.¹⁸ As a result, wages do not keep up with housing costs. The median gross rent in Miami-Dade is \$1,257 per month, and the median

monthly cost for owners with a mortgage is \$1,765.¹⁹ To afford an apartment at that rent, a household would have to earn at least \$50,280 a year. To afford the median monthly owner cost, a household would need at least \$70,600 a year. However, nearly half of the County's households earn less than \$50,000 a year.²⁰

Black and Hispanic people are disproportionately represented among lower-income households. Among homeowners, 31% of Black, non-Hispanic households earn less than 50% of area median income (AMI), compared to 18% of White, non-Hispanic households.²¹ The gaps are wider among renters, with 62% of Black households earning less than 50% of AMI, compared to 29% of White, non-Hispanic households.²² Hispanics of any race represented 28% and 54% of each group, respectively.

We can expect a low-wage economy to persist in the next decade. The Florida Department of Economic Opportunity projects that 24 occupations will add 1,000 or more jobs in Miami-Dade County between 2019 and 2027.²³ According to the Shimberg Center, "More than two-thirds of the growth will take place in occupations with median wages below \$16.50 per hour. These workers can afford housing units with monthly costs ranging from \$500 to \$850."²⁴ In fact, eight of the top ten occupations adding the most jobs pay less than this threshold, including those listed in table below. They include food preparation and wait staff, laborers and movers, janitors and maids, medical assistants, and retail salespeople.

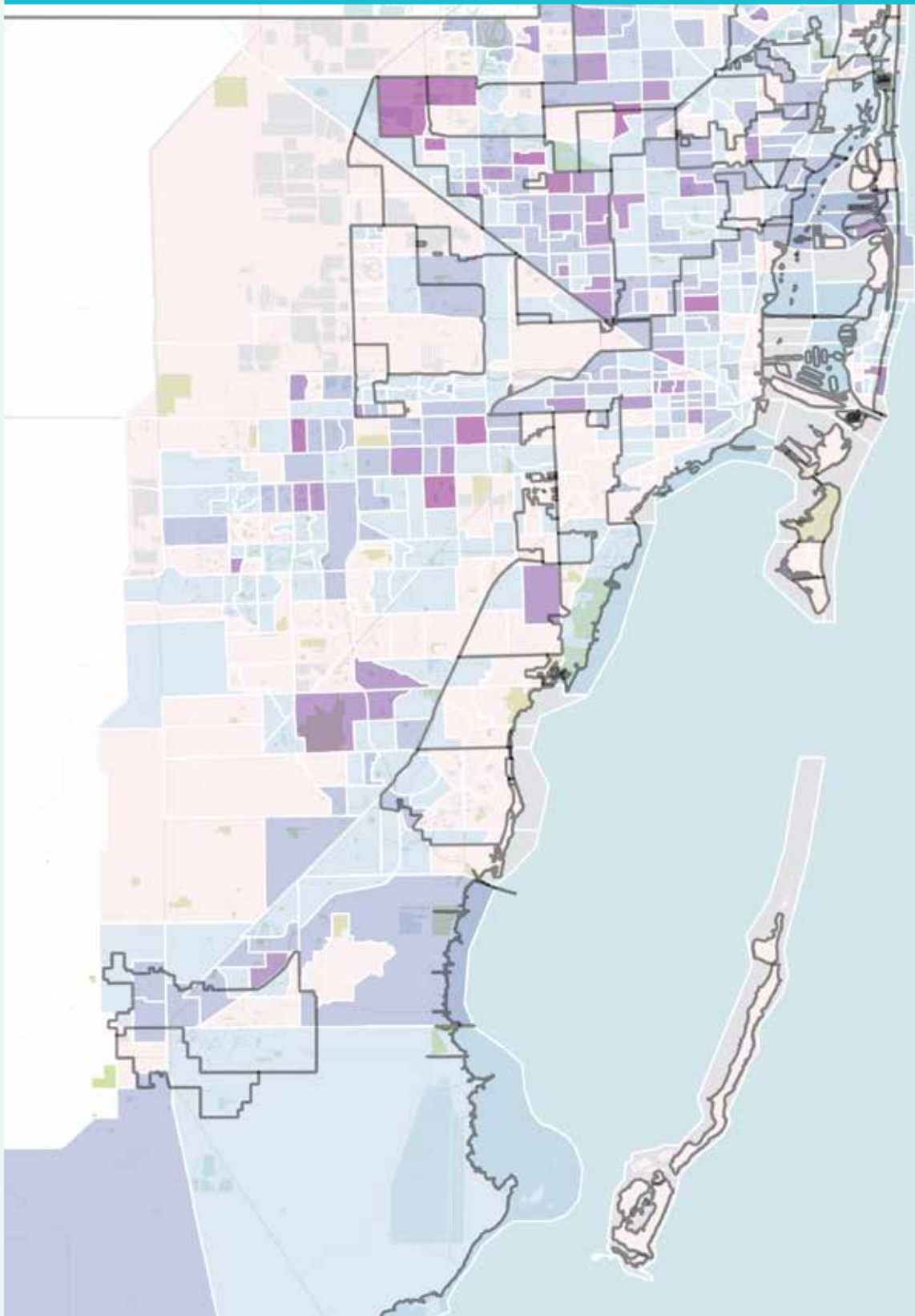
High-Priced Supply

The unaffordability of housing is also, of course, driven by a rise in housing prices. Between 2006-2010 and 2014-2018, the occupied rental supply in Miami-Dade priced above \$1,000 increased by 118,000 units. Meanwhile, the county lost over

Top 8 Occupations Ranked by Projected Job Growth from 2019 to 2027

Occupation	Job Growth by 2027	Median Hourly Wage	Affordable Monthly Rent
registered nurses	3,779	\$32.24	\$1,676
food preparation and serving workers	3,407	\$9.46	\$492
laborers, freight, stock, and material movers	2,905	\$13.00	\$676
janitors and cleaners	2,372	\$10.42	\$542
medical assistants	2,082	\$15.00	\$782
retail salespersons	1,780	\$10.81	\$562
waitstaff	1,681	\$9.66	\$502
maids and housekeepers	1,605	\$10.81	\$562

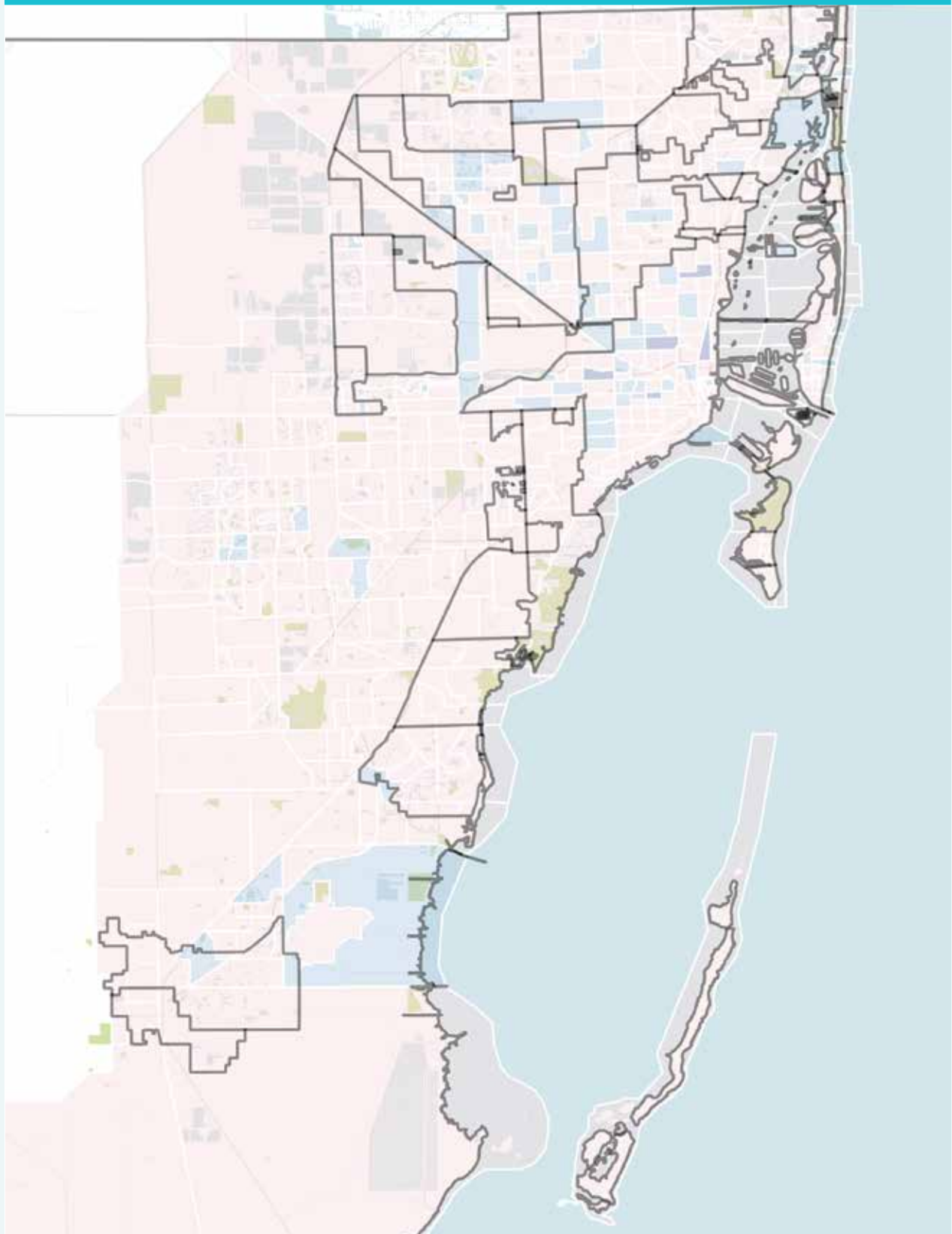
Share of RENTERS making \$35,000 or less a year and who are *severely* cost burdened



Percentage of households by
census tract, dark outlines indicate
municipal boundaries in Miami-Dade

less than 20% 20% to 33% 33.1% to 44% 44.1% to 54% greater than 54.1%

Share of OWNERS making \$35,000 or less a year and who are severely cost burdened



Percentage of households by census tract, dark outlines indicate municipal boundaries in Miami-Dade

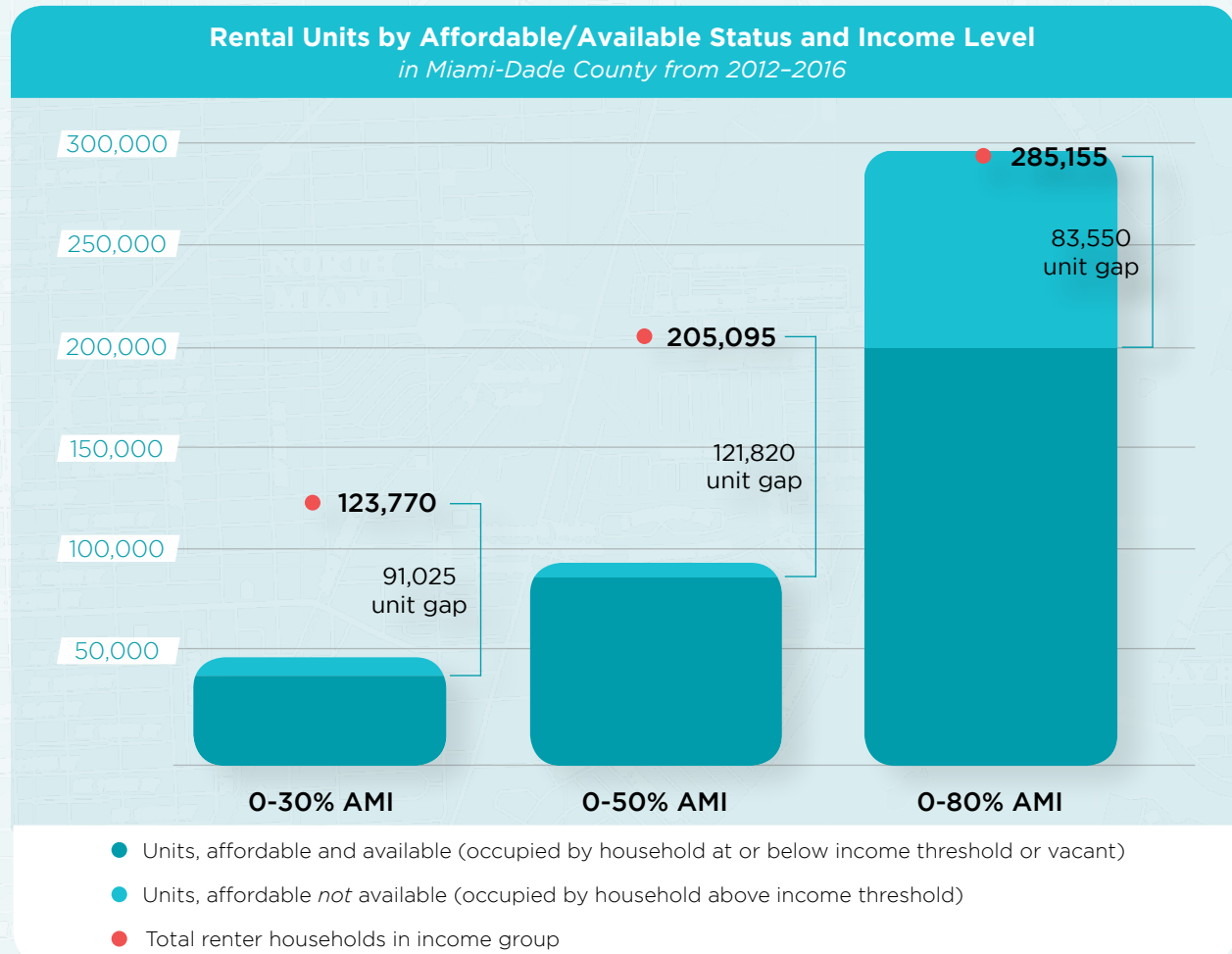
less than 20% 20% to 33% 33.1% to 44% 44.1% to 54% greater than 54.1%

45,000 units priced below \$1,000 during the same period.²⁵ This loss was due to rent increases, conversion of affordable housing to market-rate, and demolition.²⁶

Homes for sale have also risen in price significantly. According to the MIAMI Association of REALTORS®, as of November 2019, the median sale price of a single-family home in Miami-Dade County was \$365,000,²⁷ and the median sale price of a condominium or a townhouse was \$245,000.²⁸ That was the 96th consecutive month of increases.²⁹

Shortage of Affordable Homes

The combination of expensive housing stock relative to incomes means that we have a significant shortage of affordable homes. Today, there is a gap of 121,820 units that are affordable and available to renters earning 0-50% of AMI.³⁰ Meanwhile, 42,920 homeowners earning 50-80% of AMI are cost burdened.³¹ Assuming pre-pandemic trends in population, job growth, development, and wages, estimates show that the gap in affordable rental homes will increase to 160,460 by 2030, and cost burdened homeowners will increase to 49,449.³² We can assume that the pandemic has disrupted these trends, such that the gap in affordable housing will likely be larger than originally projected without a significant intervention. This is because unemployment, underemployment, and loss of affordable units will likely grow to higher than expected levels as a result of COVID-19.



A young girl with pigtails is carrying a smiling boy on her shoulders. The boy is wearing a blue shirt and has a wide smile. The girl is wearing a striped dress. The background is a light, textured surface.

the path to success

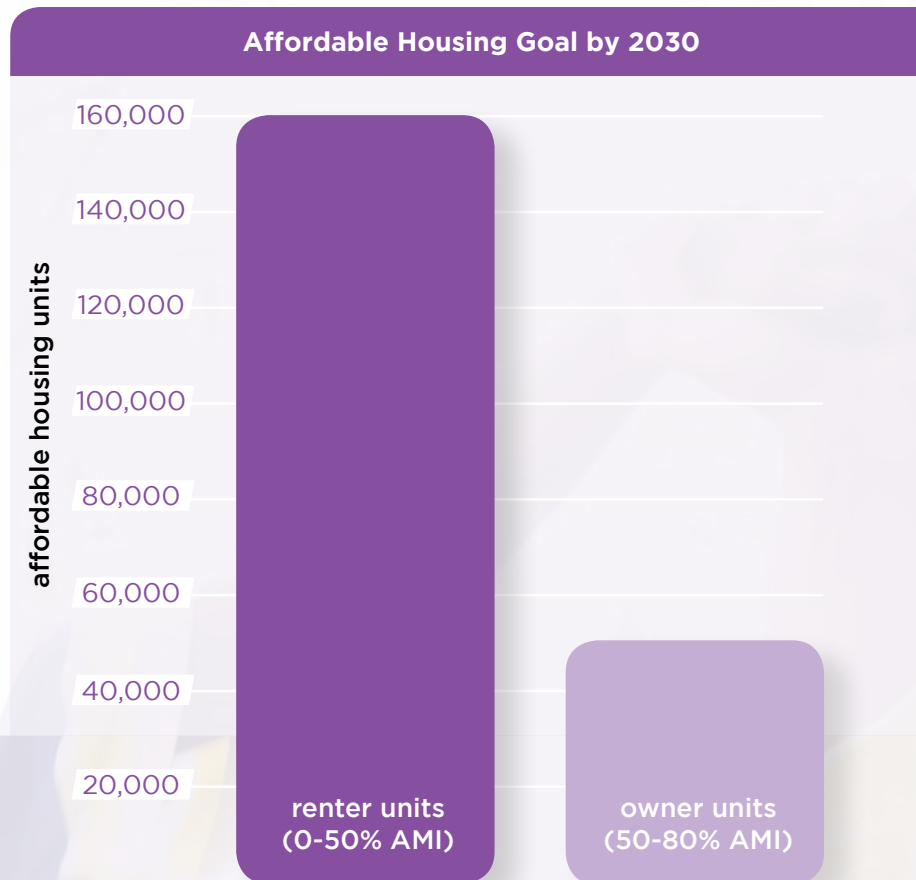
our shared goal

The Miami-Dade Affordable Housing Framework follows the Connect Capital structure designed by the Lincoln Land Institute of Policy's Center for Community Investment.³³ In this proven structure, capital flows to community development objectives once that community

1) identifies shared priorities or goals; 2) prioritizes a development pipeline; and 3) makes changes to the enabling environment (i.e. policies, financing, etc.) that facilitate that pipeline.³⁴

To meet our current and future need, **we should produce or preserve affordable homes for 210,000 households** by 2030.

These efforts should be targeted towards 160,000 renter households earning less than 50% of AMI and 50,000 owner households earning less than 80% of AMI. This tracks with residents' needs and racial and ethnic disparities as articulated in the Shimberg Center's report³⁵ and as expressed during community engagement.³⁶



We recognize the magnitude of this ten-year goal is overwhelming. Fortunately, work has already been done to get us started. Over the next two years, our community should commit to constructing the initial pipeline from Miami-Dade County's *Closing In On 10,000—A Housing Summit*, which recommends producing approximately 11,000 affordable units while preserving 2,300.³⁷ We should also pursue the first batch of deals articulated by Connect Capital Miami, which represents about 1,500 new affordable units.³⁸

Achieving this pipeline will be a meaningful start, building momentum for the next decade of work.

pipeline pathways

The Miami-Dade Framework Steering Committee and the Pipeline Working Group clarified four development pathways and six development criteria.³⁹ Details on the pathways can be found in Appendix D. Moving forward, our work on the pipeline will identify batches of deals that will meet our goals and criteria, and market these deals to potential investors.

RENTAL PATHWAYS

- **Rental: Build New Multifamily Apartments**

#1

Add new apartments on underused public housing sites through the Rental Assistance Demonstration program.

#2

Pursue opportunities identified in the *Closing In On 10,000—A Housing Summit*.

#3

Pursue opportunities identified in the Miami-Dade County Department of Regulatory and Economic Regulation Report *10-Year Outlook on the Potential to Increase the Number of Affordable and Workforce Housing Units in Transit Corridors*, produced in coordination with PHCD.

#4

Leverage publicly- and institutionally-owned land.

#5

Create permanent supportive housing for those with lived experience of homelessness.

#6

Acquire motels or other troubled commercial real estate and convert to affordable housing.

#7

Add residential units to underused commercial, office, and public service properties.

- **Rental: Preserve Multifamily Apartments**

#1

Subsidized with tax credits, rental contracts, or other sources.

#2

Unsubsidized or Naturally Occurring Affordable Housing (NOAH).



HOMEOWNERSHIP PATHWAYS

- **Homeownership: Build New Homes and Apartments**

- #1** Leverage publicly- and institutionally-owned land.
- #2** Build small multifamily (duplex, triplex, quadplex) condominiums or cooperatives.
- #3** Create community land trusts

- **Homeownership: Preserve Existing Affordable Single-Family Homes**

- #1** Invest in weatherization and deferred maintenance for owner-occupied properties at risk of acquisition or loss.



development criteria

To pursue our goal of helping 210,000 households, and to ensure that we are improving our most vulnerable residents' quality of life, the community agreed upon several criteria to guide development. Certainly, no project can check every box; rather, these criteria should be used to help policy makers prioritize how and where to invest public resources.

Location Near Opportunities

- Near jobs, quality education, fresh food, and other amenities
- Near rapid bus and transit
- Within funding jurisdictions (i.e. CRAs, Opportunity Zones, municipalities with dedicated resources)

Long Term Affordability

- Affordability covenants of at least 25 years
- Land ownership models that will preserve affordability in perpetuity, like long-term leaseholds, shared equity models, cooperatives, community land trusts, etc.
- Other shared equity models

Resiliency & Environmental Sustainability

- Follow requirements of FEMA Flood Insurance Rate Maps⁴⁰ and guidance of Southeast Florida Climate Change Compact's Unified Sea Level Rise Projections⁴¹
- Primary access roads with low flood risk
- Environmentally-friendly building materials according to Resilient305
- Sewer connection (not septic)
- No new construction past the current Urban Development Boundary or in Urban Expansion Areas

Mixed-Income & Mixed-Use

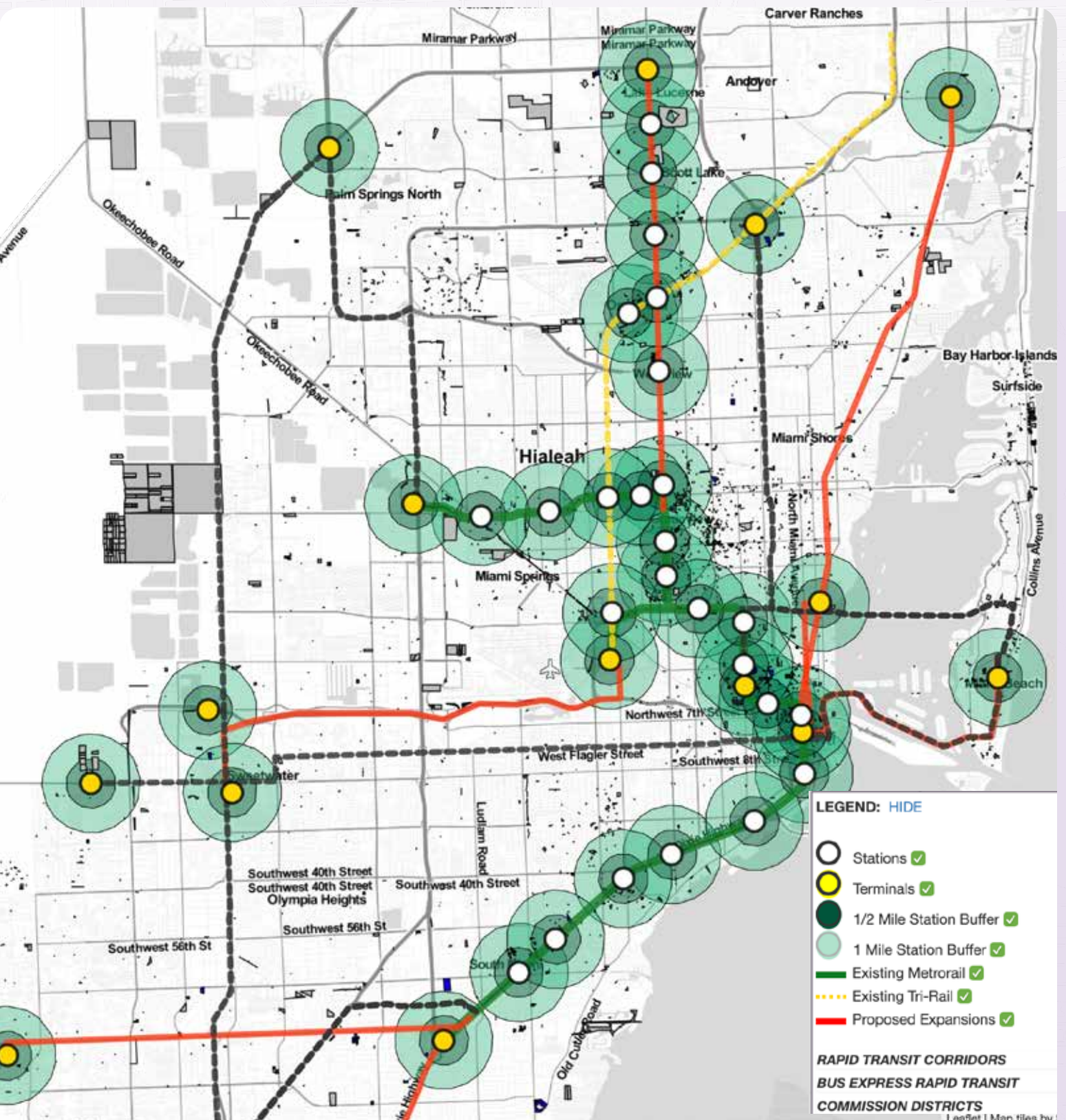
- Prioritize mixed-income and mixed-use development to subsidize deeper levels of affordability and create vibrant communities

Lower-Cost Building Design

- Invest in design alternatives with lower development costs

On-Site Supportive Services

- Childcare
- Physical health care
- Behavioral health care
- Public or mission-oriented service providers



Transit-oriented development possible on public and institutionally owned land throughout Miami-Dade County. Map courtesy of the University of Miami Office of Civic & Community Engagement.

enabling environment

An enabling environment includes everything in a community's ecosystem—policies, resources, actors, relationships, skills, behaviors—that facilitates affordable housing development.

Our engagement of experts, stakeholders, and the community yielded numerous solutions to improve the enabling environment and accelerate more housing deals on behalf of our most vulnerable and impacted residents. Those recommendations fell under three categories: (1) invest more resources; (2) regulate wisely; and, (3) prevent resident displacement. The complete list of recommendations can be found on pages 26–29.

The potential solutions are further categorized into who has the ability to implement them at a federal level, state level, locally, and in the private sector. There is no one solution that will meet the entire County's need. Likewise, there is no one actor that has the power to do it alone. We structured the recommendations in this fashion so that the Framework identifies actionable solutions for the right stakeholders.

To achieve our ambitious goal, we must start somewhere meaningful. The Steering Committee identified four priorities that would accelerate the production and preservation of units: **preserve** existing affordable housing; **assist** renters and owners; leverage vacant and underused **land**, and invest more **money** in development—or **PALM**. We recommend that the Board of County Commissioners, Florida State Legislature, and United States Congress pursue PALM over the next 12–24 months.

TOP PRIORITIES IN THE NEXT 2 YEARS



preservation

Preservation of affordable housing is at least as important as the creation of new units, because we are losing lower priced units much faster than we can replace them.⁴² However, given the current economic strain on renters and landlords, many affordable multifamily properties could become financially distressed and susceptible to acquisition and conversion to higher-priced units, similar to what occurred after the Great Recession of 2008. Indeed, large distressed asset funds are being formed by national and local investors already.⁴³ Miami-Dade's public sector and mission-driven organizations should partner to **form its own fund** to acquire or invest in subsidized and unsubsidized buildings and preserve them as affordable.

Several agencies have contributed important research⁴⁴ and funding⁴⁵ to accelerate this strategy. Our community must leverage this investment and, for the next 2 years, place special focus on preserving affordability, especially for periods of time **longer than 10 years**.

Finally, a **public sector interagency council** should be formed to prevent the loss of properties with expiring subsidies. Coordination of efforts and funding across jurisdictions will be essential to the preservation of subsidized housing.



assistance for renters and owners

This spring, experts estimated that as much as 22% of workers in Miami-Dade experienced a disruption in income.⁴⁶ As a result, our lower-income residents are struggling even more than usual to make rent and mortgage payments. To prevent a deluge of homelessness, local jurisdictions should partner to create **eviction and foreclosure diversion programs** that will allow opportunity for renters and landlords as well as borrowers and lenders to negotiate repayment plans without balloon payments. Then, dollars should be contributed to support legal services for lower-income residents who may not have access to an attorney.

This program can be coupled with new **funding for housing assistance**, a significant amount of which must be dedicated by federal and state governments in addition to current allocations. Our local and state officials should advocate for at least one additional federal funding package. Also, state lawmakers should fully fund the Sadowski Affordable Housing Trust Fund and raise the percentage of the funds allowed for renter and homeowner assistance. Local housing agencies should, in turn, increase allocations to protect existing renters and homeowners. (Though this must be balanced with investing in the development of new units, which

is now under significant additional strain). In exchange for these dollars, landlords should not evict, charge interest fees, or raise rents until 2021.

Finally, any household in Miami-Dade would be hard-pressed to quickly find a new home in 15 days. That's even harder now. Miami-Dade would do much to prevent homelessness if it **extended the required notice period** for the termination of month-to-month tenancies from 15 to just 30 days.⁴⁷ The City of Miami and the City of Miami Beach already do so based on an opinion by the Florida Attorney General.⁴⁸ The short period added poses little threat to property owners, and it could prevent adding to the need for new affordable units.



land

In March of 2019, the University of Miami Office of Civic and Community Engagement unveiled a new, online mapping tool that identified 500 million square feet of vacant or underused land across Miami-Dade County and its municipalities.⁴⁹ Most of this property is owned by the County and other public entities. A large proportion is also owned by private institutions like faith-based organizations and large anchors, such as hospitals and universities.⁵⁰ In response to the tool's findings, nonprofits and other civic organizations met and created the Public Land for Public Good statement—a list of values to guide the deployment of land for affordable housing, climate change resilience, and green space.⁵¹

With the statement as a reference, we recommend that Miami-Dade County government **identify an initial inventory** of parcels with willing partners from other jurisdictions and then pilot several deals on assemblages across those jurisdictions. Taking lessons from those pilots, the County, local municipalities, and jurisdictions should meet and **agree upon a formal strategy** for the optimal deployment of publicly-owned land. The strategy should identify shared priorities, decision-making criteria, and a streamlined process for assembling parcels from multiple owners into a single property. There are several ways the land strategy can be structured. Dr. Frank S. Alexander, of Emory University School of Law, recently presented these options to the Miami-Dade County Housing and Social Services Committee.⁵²

Private institutions that own vacant or underused land should also be engaged in discussion in a way that acknowledges their objectives and finds common ground with public priorities. The municipalities and the County can provide **incentives to institutional landowners** to build new affordable housing, such as density bonuses, waivers, and deferred loans.

Finally, the County can help more vulnerable residents build wealth by **raising the price cap** on the Infill Housing Program to a level affordable



for homebuyers that earn up to 80% of AMI. This would create more affordable homes needed by our residents as identified in this plan.

money for development

There is no way around it. For too long, we have delayed investing in the preservation and creation of affordable homes on a scale that approaches the need of our residents. This is no time to increase taxes across the board, but additional funds are required now to preserve existing affordable housing and produce new units.

To raise these funds, local and state officials should advocate for a **major federal stimulus** package that includes a serious investment in housing for extremely low- and very low-income households. At the state level, Governor DeSantis and Florida legislators should **fully fund the Sadowski Affordable Housing Trust Fund**, infusing hundreds of millions of dollars into housing development. The State should also allow greater discretion to local government in determining the use of these funds to respond to local needs. In 2 to 3 years, the County should commit to a **substantial housing bond**, much larger than what has been committed in the past. This can happen once revenues have recovered and some existing bond principal has been paid off.

These measures will be meaningful but insufficient to meet our goal. Bold action is required in a time when we are facing unemployment rates in the double digits. Miami-Dade, our municipalities, and the state should seriously **consider new ideas to generate revenue** to support affordable housing. A 1% vacancy tax on high-value properties (\$1 million or more) that go unused most of the year would raise significant dollars, estimated at nearly \$98 million in the City of Miami alone.⁵³ Those taxed would likely be individuals or corporations that would not be overly burdened as a result. The state legislature would have to allow the levy, but local governments should advocate for this and consider other options as well.

Finally, our local governments should consider how they can **coordinate their funding** to invest more efficiently and attract additional dollars from corporate, philanthropic, and federal sources. A housing fund collective, where investors maintain independence and control over funds but agree on funding priorities and goals, could have greater impact and would signal to other investors the readiness of our market to absorb capital. Private entities including foundations, banks, and anchor institutions can participate in this collective, especially to provide **loan loss reserves**. This risk cushion would allow for significant additional funds to be raised and deeper levels of affordability to be achieved.

ENABLING ENVIRONMENT TOOLKIT

Even after the above priorities are implemented, decision-makers at every level should consider additional tools to increase the supply of housing. The tables below contain a comprehensive toolkit of options.

invest more resources

Unfortunately, time has proven that the market cannot address our problem without incentives. We must allocate resources that are commensurate with the scope and scale of the problem we face. Here are some options.

		solution source: federal state local private			
land	Pilot and form strategy to assemble publicly-owned land across jurisdictions for affordable housing				
	Incentivize private sector to use land for affordable housing				
	Increase allowable infill home price for those earning up to 80% AMI				
sources of funds	Federal stimulus package with significant investment in affordable housing				
	Fully fund Sadowski Affordable Housing Trust Fund				
	Issue larger housing bond once economy has recovered				
	Return to practice of depositing public benefits in exchange for zoning incentives to the City of Miami's Affordable Housing Trust Fund				
	Pass a vacancy tax on high-value properties vacant most of the year				
	Abate property taxes in exchange for affordability				
	Invest general revenues annually into affordable housing				
	Consider new commercial linkage fee				

uses of funds	Provide rental and homeowner assistance to vulnerable households				
	Invest in loan loss reserves				
	Invest in distressed asset acquisition fund to preserve affordable properties				
	Invest in the County Affordable Housing Trust Fund to support preservation				
	Provide employer-assisted housing programs				
	Allow local governments greater discretion in allocating state dollars				
other	Create affordable housing fund collective to coordinate resources				
	Invest in building small and nonprofit developer capacity				
	Maximize efficiency in payment process of local development funds				

regulate wisely

Regulations are a normal and essential aspect of real estate development and urban design. We should have public regulations that incentivize the kind of development we want without making it financially impossible.

solution source: federal state local private					
water and sewer	Structure development fees according to impact of each project				
	Pass a bond after economic recovery to replace septic tanks and invest in sewer upgrades				

regulate wisely (cont.)

permitting	Ensure implementation of expedited review policies for affordable housing projects				
	Require joint or simultaneous review by multiple departments of permitting applications				
	Implement electronic permitting review and allow for interface/coordination with other jurisdictions				
	Conduct internal and external audit of permitting processes				
	Require major developments to contribute substantially to affordable housing goals through community benefits agreements (CBAs) or equitable development plans				
	Coordinate timing, scoring, and criteria of public funding applications across jurisdictions				
	Abate fees in exchange for affordable housing				
accountability	Track production goals transparently ⁵⁴				
	Create legislative scorecards				
adjust zoning codes	Moderately increase density along major corridors				
	Continue to provide density and other incentives in exchange for affordability ⁵⁵				
	Legalize and regulate accessory dwelling units that are not used as short-term vacation rentals				
	Reduce parking requirements for affordable projects ⁵⁶				
	Legalize older buildings with higher density than current code permits				
	Rezone public land and commercial properties to enable adaptive reuse, alternative uses for non-conforming lots, and alternative building design				

prevent resident displacement

In addition to preserving housing stock that is currently affordable, we must ensure that existing residents have a chance to retain and access affordable housing.

solution source:		federal	state	local	private
balance rights	Create eviction and foreclosure diversion programs at local or state level				
	Restrict evictions, interest fees, and rent increases through 2020 in exchange for rental assistance				
	Increase the termination notice period for month-to-month tenants without a lease from 15 to 30 days for all of Miami-Dade County ⁵⁷				
	Negotiate tenant agreements with residents of public housing ⁵⁸				
	Repair and lien properties with significant code violations ⁵⁹				
	Make sure that new rental homes preserved or built with public funds or land have “for-cause” eviction protections (as subsidized and public housing currently have)				
stabilize neighborhoods	Stop evictions before, during, and after natural disasters for all residents ⁶⁰				
	Regulate rents, restrict short-term rentals, and increase the minimum wage				
	Prevent the State from preempting local discretion to solve local problems				
	Incentivize longer affordability covenants				
	Land ownership models that will preserve affordability in perpetuity, like long-term leaseholds, shared equity models, cooperatives, and land trusts				
	Create a Preservation Interagency Council to prevent the loss of subsidized housing				

next steps

Thank you to all those who participated in creating this Framework. Now, in the implementation phase, the Steering Committee will continue meeting on a regular basis. Our first task is to partner with the public and private sectors to attract capital to the first batch of deals. Meanwhile, we will begin advocating for a narrow but impactful set of changes to the enabling environment that will accelerate that first batch and future deals.

We hope that the federal and state governments, Miami-Dade County, local municipalities, and the private sector will analyze this Framework closely, identify which recommendations they can implement first (both independently and in collaboration), and take steps to implement those recommendations. Addressing the affordable housing crisis is everyone's responsibility—not that of a single jurisdiction or agency—and our community needs action urgently.

If you wish to stay involved, please email Miami Homes For All at info@miamihomesforall.org, sign up to receive updates at miamihomesforall.org, and follow us on [Facebook](#), [Instagram](#), and [Twitter](#) @MiamiHomes4All.

appendices

All of the Framework appendices can be found at affordablehousingframework.com.

Appendix A	References
Appendix B	Data Appendix by University of Florida Shimberg Center for Housing Studies
Appendix C	Development Pipeline Notes
Appendix D	Timeline and Summary of Community and Resident Engagement

end notes

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35 Appendix B

36 Appendix E

37 Appendix D

38 Appendix D

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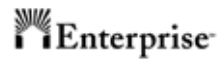
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